

Upskill to Improve Retention and Optimize Talent

June 20, 2023

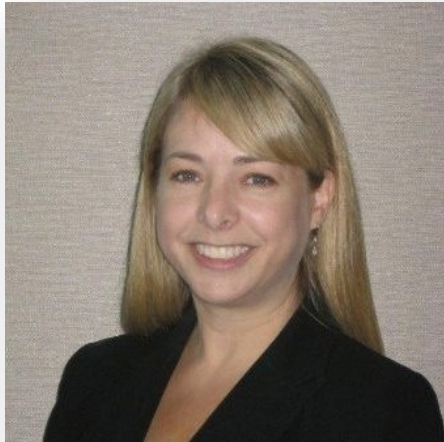
A Little Bit About NSCA

- NSCA is the leading not-for-profit association representing the commercial systems integration industry.
- NSCA provides benchmark studies on labor units, economic reports, vertical market trends, technology adoption, regulations and codes, etc.
- NSCA is ... Your voice, Your business resource, Your trusted advisor.



Tom LeBlanc
NSCA Executive Director

Meet the Panelists



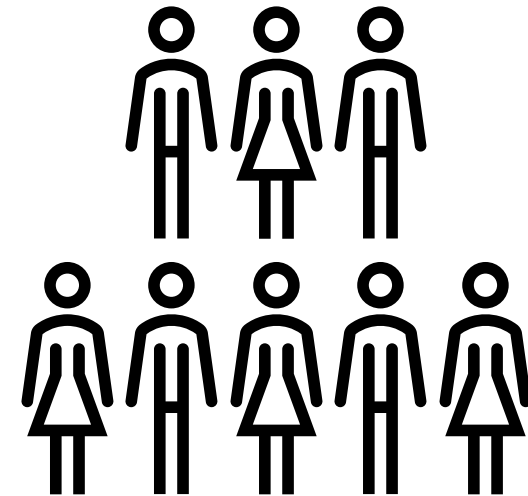
**Sarah Grimstead,
Regional VP, Sales
Insperity**



**Jimmy LoMonaco
Chief Talent Acquisition Officer
CTi**

Integrator Retention Challenges

- Losing A-level performers
- Escalating labor costs
- Climate of hiring bonuses ... and stay bonuses
- Level jumping
- Need for training to keep pace with client/system needs



Misconception vs. Reality

Upskilling Misconception

- Expensive
- Frivolous
- Never used once completed

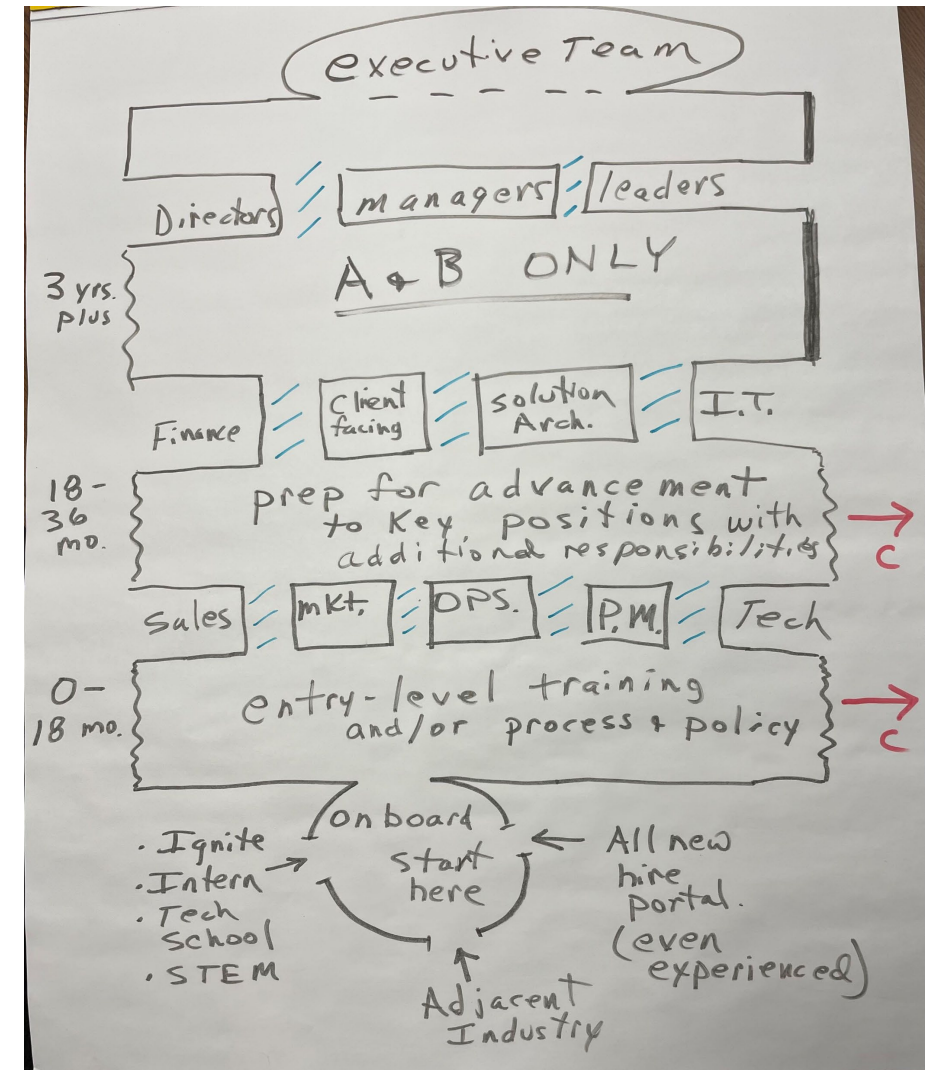
Upskilling Reality

- The workplace isn't static
- Never a “one-and-done” deal
- Education is ongoing
- Conditions are always evolving



Rethinking Your Corporate Ladder

- This is a scene from Chuck's office wall!
- Old-school, one-size-fits-all corporate ladder no longer makes sense
- Corporate LATTICE represents the multidirectional, flexible, and expansive nature of what integration companies do today
- Employees want to learn new skills and to be nimble
- We're less likely to lose top performers if we give them career options beyond a vertical ladder



Strong ROI when...

People

It targets a specific competency that can be **addressed by people** and resolves a business need or problem (*not* a process or tool issue)

Mastery

Employees can demonstrate **mastery of a competency** following the training

Integrates

It **connects to an employee** and integrates within their role going forward into the future

Positive Impacts

To the Employee

- Perform most efficiently & effectively
- Maintain pace with industry & job trends
- Adapt with less disruption
- Assume new responsibilities
- Gain autonomy
- Greater ownership of work
- Career advancement





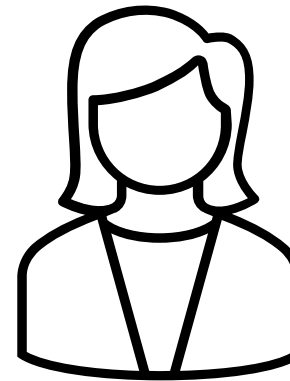
Positive Impacts

To the Business

- Strengthens employee engagement
- Inspires greater discretionary effort
- Better prepares organizations to manage unexpected change

Where Can We Find Employees?

- From STEM school to industry
- From retail to integration
- From education to integration
- From IT helpdesk to integration
- From electrician to integration
- From structured cable to integration
- From residential to commercial



Employee attributes to prioritize

- Hard skills
- **Soft skills**
- Cultural fit
- Internal drivers

Examples of soft skill training:

- Adaptability
- Resilience
- Trust
- Communication
- Empathy/EQ
- Creativity
- Critical thinking



Getting started with upskilling

- How do you nurture the qualities you want to see in your workforce and allow these to thrive?
- How do you become a company of highly skilled workers that's ready for the future?

**It all comes down
to your culture**

Be intentional

Prioritize learning

**Make people feel
comfortable asking**

**Favor collaboration and
communication**

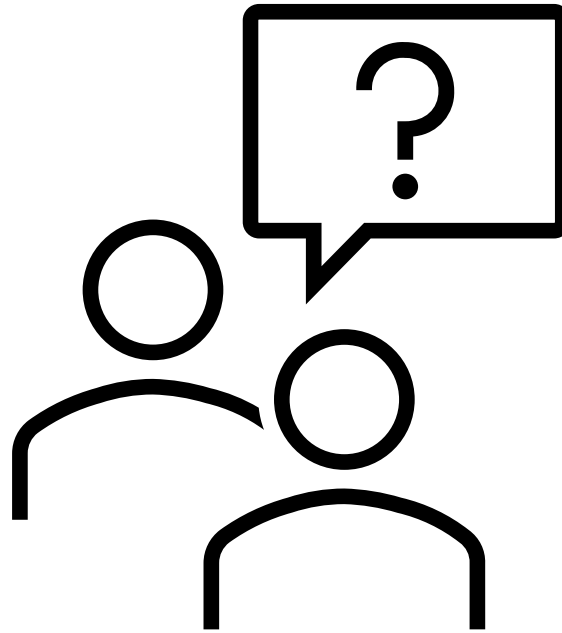
Empower employees

Things to remember

1. Don't create training and development solutions in a vacuum
2. Training is not a one-time event
3. Training is often cyclical in nature, not a straight line from start to finish
4. Employees learn in all sorts of ways
5. Mere observation likely won't be effective

Things to remember

6. Despite what many company leaders want to believe, competency has nothing to do with tenure.
7. “Working harder” is not a remedy for lack of knowledge or skill set.
8. Employees crave direction and guidance, especially during periods of change.
9. Burnout is a real risk when you ask people to learn new skills and step out of their day-to-day routine.



Q&A

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Special thanks to CTI and Jimmy LoMonaco

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Thank You!

